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FILE:
9 July 1981
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MEMORANDUM FOR;

Harry E. Fitzwater

Deputy Director for Administration

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FROM:

Deputy Director

Center for the Study of

Intelligence

SUBJECT:

Dinner with the DCI -- Proposed Speech

Background:

- 1. Tonight's seminar/dinner originated in a proposal from members of the Inter-directorate Seminar, with whom you met several weeks ago. As you may recall, that group--now in its third year--meets bimonthly with a guest speaker for a candid, off-the-record exchange of views and work-related experiences. Soon after you met with the Seminar, several of the members suggested to the Deputy Director of the Center for the Study of Intelligence (CSI) that a similar forum would provide the Director with useful insights into the attitudes, problems and concerns of lower-level management across the Agency. The members of the Seminar believe strongly that the exchanges they have had with one another have afforded them insights they would not otherwise have had into a broad range of problems that beset the Agency and have established useful contacts in offices and directorates other than their own.
- 2. Initially, the Seminar members hoped that tonight's meeting with the Director would involve them (and, indeed two are present) but they felt strongly that the opportunity for a meaningful exchange between the DCI and people at the working level was more important than their participation and supported the selection of the people who are here tonight.

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3. The eight people who are here were invited by the CSI to participate; they were not designated by their offices or directorates. In fact, the Deputy Directors did not learn of tonight's seminar until after the DCI had accepted the CSI's proposal to have it and both he and the DDCI had agreed to attend. All eight enjoy the reputation of being bright, articulate officers with promising Agency futures. Each is in the mainstream of his or her office and directorate, familiar with the issues that confront us and actively involved in the Agency's mission. On the whole, they are highly motivated and optimistic, "DOERS"--although a few, perhaps all, harbor some apprehensions as they look to the balance of their careers with the CIA.

Attachment Proposed Remarks

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PROPOSED REMARKS

MR. CASEY, ADMIRAL INMAN, LADIES AND GENTLEMEN.

Now that we've had the opportunity to meet one
another and to sort ourselves out, so to speak, I would
like to launch the only part of this evening's seminar
that is even faintly formal or structured by tracing—
briefly—the genesis of this affair and then to lay
some one or two ground rules so that as the evening
moves along we derive the maximum benefit from it.

As some of you may know, slightly more than two years ago, the Center for the Study of Intelligence in an attempt to encourage communication across Directorate Lines organized an informal discussion group that has come to be known as the Inter-directorate Seminar which meets on one evening every other month to hear a guest speaker and to exchange views with him and with each other. I have addressed the group, as has Bob Gates; John McMahon is to do so a week from tonight.

THE PROPOSAL FOR OUR MEETING TONIGHT CAME FROM
MEMBERS OF THE SEMINAR WHO FELT STRONGLY THAT A FORUM OF
THIS KIND WOULD AFFORD TOP MANAGEMENT A RARE INSIGHT INTO
THE INNER WORKINGS OF THE AGENCY AND, AT THE SAME TIME,

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PROPOSED REMARKS (CONT'D)

ENABLE TOP MANAGEMENT TO COMMUNICATE DIRECTLY WITH COMPANY-LEVEL COMMANDERS, SO TO SPEAK.

EVERYONE IS HERE VOLUNTARILY--AND WILL PAY FOR HIS AND HER OWN DINNER. NO ONE WAS DESIGNATED TO SPEAK FOR DIRECTORATE-LEVEL MANAGEMENT.

WE HAVE EIGHT COMPANY-LEVEL COMMANDERS HERE;
TWO FROM EACH DIRECTORATE. FOUR OF THEM HAVE PREPARED
REMARKS; ALL EIGHT WILL ANSWER QUESTIONS AND SPARK THE
CONVERSATION LATER OVER DINNER.

Now I would like to invite FROM

AFRICA DIVISION TO ADDRESS US. HE WILL BE FOLLOWED

BY FROM COMMO, FROM OD&E AND

FINALLY BY JOHN McLaughlin FROM THE OFFICE OF POLITICAL

ANALYSIS.

ME DON'T HAVE A GREAT DEAL OF TIME AND SO I ASK

THAT IF AT ALL POSSIBLE YOU SAVE ANY QUESTIONS OR WHAT
EVER UNTIL ALL OF THE SPEAKERS HAVE FINISHED AND WE MOVE

INTO THE DINING ROOM. WE'VE ARRANGED THE SEATING IN THERE

TO CARRY THE MOMENTUM I HOPE WE'LL SET HERE AND TO ENCOURAGE

THE FREE EXCHANGE OF IDEAS AMONG ALL OF US.

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